

UNITED STATES

DEPARTMENT OF THE INTERIOR

ADMINISTRATIVE PRINCIPLES

OF THE

GRAZING SERVICE

To:  
Mr.

*E. R. Grunslex*

From:

*R. W. Rucledge*

Director of Grazing

1939-1944

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We are engaged in building a Grazing Service which will do its work effectively and which will stand up among other conservation agencies. The only manner in which this can be accomplished is by the entire force working as a unit. This unit can be established and maintained only by each person knowing clearly his place in the Service and by each following certain organization principles.

#### CONSTITUTED AUTHORITY

Each one should keep clearly in mind that the constituted authority in the Grazing Service stands as follows:

Secretary of the Interior

Director of Grazing

Regional Grazier

Each of these officers may delegate authority to branch chiefs, project men, et cetera. The expression "constituted authority" is used to indicate that it is an organization matter and that the authority exists and continues without reference to the men who may be in charge.

#### RECOGNITION OF AUTHORITY

It is necessary that each member of the organization recognize the authority under such delegation as may be made to him. Established procedure must be followed as set up. No member should set off at a tangent on lines of his own.

#### SELF-RELIANCE

There is often the tendency upon receiving a tough assignment to push it aside and wait until you can ask the boss a lot of questions concerning the way he wants the job done. This results in procrastination and in a leaning attitude on the part of the doer. Stand on your own feet and take responsibility.

#### DECENTRALIZATION

Every busy man in an organization finds it necessary, in order to get the job done, to delegate authority or responsibility for jobs or projects. The function of the one in charge does not end with delegation; he must follow through and see to it that the job is properly done.



## LOYALTY

Loyalty to the authority above, to the objectives of the Grazing Service, and to the Department and the Service is the most important necessity for each of us. No organization can function properly without loyalty. Nothing can be more deadening than to try to work in an organization, or under authority, or to have objectives, to which one cannot give full loyalty. There may be individuals in any organization whom you do not like personally, but this must not affect the loyalty discussed above. If one cannot give this loyalty, it is best to recognize the fact at once and to seek other employment.

## TEAMWORK

Probably in no other work is the necessity for teamwork greater than in an organization such as the Grazing Service. Each person's work is an integral part of the whole. If any one fails to pull with the others, it not only affects his own efforts but also those of the other members of the team. Failure to pull with them is detrimental, and pulling against the others is far more disastrous. In any event, failure to work with the team increases the load of the others.

## MERIT

The progress of the Grazing Service and that of each person in his place depends upon merit; upon how well each does his job in his place. Pull, influence, or personal acquaintance have no place in advancement. Good performance on the job is the only sure road to success. If each job is done well, advancement will take care of itself. Poor work cannot be overlooked, nor will good work be overlooked.

## MUTUAL ASSISTANCE

Every person in the organization needs assistance, advice, and help at times. Each of us has an obligation to render that assistance whenever possible. Each is expected to do this freely and fully, even though such action may aid the other person to pass us in grade or salary.

## ORGANIZATION ATTITUDE

No organization can be successful if cliques or jealousies exist. These things tend to retard and to break down the spirit of the organization. Likewise, feuds and personal fights are

extremely detrimental and are bound to react upon someone. Troublemakers have no place in the organization. Rating officers must take recognition of such things. The ability to get along with and work with others, and the attitude toward others, are important factors in efficiency determination.

### PUBLIC SERVICE

Let's get firmly fixed in our minds at the outset that we are public servants, employed by the public and paid by the public from funds provided by taxation in some form. We are responsible to the entire public and are not bureaucratic bosses to work our will upon the public as we see fit.

### THE LAW

The Taylor Grazing Act is a fundamental land-use law, designed to protect and improve the ranges and to stabilize the livestock business.

### THE CODE

The Code is a set of regulations of the application of the law. These regulations are made by the Department in close cooperation with the stockmen, and they can be changed by the same method.

### APPLICATION OF RULES

The regulations must be applied in a sane, sensible manner. If our interpretation of them results in a ridiculous or illogical situation, it is time to stop, look, and listen. Get some good advice before proceeding to take such unwarranted action.

### RESPONSIBILITY

Each administrator must of necessity assume the responsibility of his position in line with his assigned duties. The acceptance of responsibilities by an administrator presumes fairness and honesty of purpose in all actions and decisions dealing with the public or subordinate employees.

### ORGANIZATION

The administrator is in charge of a unit, but responsible and accountable to his official superiors within the organization subject to directional planning; and charged with carrying

out approved policies intended to coordinate and make uniform the practices which have for their objective an efficient, well-ordered organization.

### KNOWLEDGE OF CONDITIONS

The people with whom most dealings are had know conditions on and near their areas. The administrator must learn and keep acquainted with the details and problems of his area and adjoining areas so that in discussions and judgments he may rely on personal knowledge rather than advice and hearsay. The administrator must keep abreast of current developments in local and broader fields of conservation in order that this knowledge of the area will be constantly increased.

### ANALYSIS AND JUDGMENT

Every instance or every set of conditions should be subject to analysis, and such analysis must be made before judgment is rendered. Snap judgment, without full consideration of all facts, must be avoided.

### CONFIDENCE

The statement is often heard that a certain administrator has the "confidence of the stockmen." This confidence is an almost indispensable asset. It indicates that the stockmen recognize that the administrator knows his business, that he is fair and absolutely honest, that he is not given to rash statements, that he is impartially friendly and sincere. Confidence can accomplish wonders in range conservation and along administrative lines, without bluster or officiousness, and without trouble. Every man of the Grazing Service should secure and merit this confidence. Only in this way can the Grazing Service make its proper progress.

### EXPLANATION OF ACTIONS

Keep your public fully informed of the objectives of the service and your immediate program. Long range benefits will be weighed against present changes in the local situation. Cooperation will follow.

### FRIENDLINESS

It cannot be emphasized too strongly that an administrator be



friendly with the users particularly and with the public generally. A great deal of splendid work has been done by just sitting on the corral fence and whittling with the user. That is an indication of the necessity for knowing your public, being friendly with them, and proving that you are their friend.

### MIXING

This is somewhat akin to friendliness, although it goes farther. It is very necessary that an administrator mix with or contact all kinds of people, meetings, associations, church groups, and others. Be a part of the community.

### SINCERITY OF PURPOSE

On the other hand, friendliness and good fellowship are often confused with back-slapping. It is quite important that we impress everybody with our belief in our Service and the worthwhileness of our program.

### SHARP PRACTICES

There can be no place in an administrator's thoughts or actions for anything that approaches sharp practices. Stockmen are usually not as well informed as the administrator. Many times they are trusting, depending upon the administrator. There should be no tendency toward scheming around or taking advantage of lack of information or ignorance. Your actions should always be square, with equity and fairness.

### PERSONAL FEELINGS

One of the most difficult things that an administrator has to learn is that the job has no place for personal feelings or dislikes, for prejudices, or favoritism. No administrator can afford to become angry, regardless of the provocation. The display of temper or holding of a grudge is the surest way in which an administrator can make a failure of his efforts.

### SELF-JUSTIFICATION

One of the very worst habits that an administrator can fall into is that of trying to justify his actions under all circumstances. If an administrator has made a mistake, the thing to do is to face the situation and correct the action. An administrator can lose the respect and confidence of his users very quickly by adopting an attitude of self-justification.

## REPRISALS

It is often difficult for an administrator to avoid a tendency toward "getting even" or making reprisals. No matter how unreasonable or unfair a user is, he still remains a citizen within the range and must be treated as such. There is no place in an administrator's program for anything that approaches reprisals. Every man must have an absolutely fair break, regardless of how irritating or unfriendly he may be.

## TECHNICALITIES

All too often the administrator becomes lost in a wilderness of technicalities. A single decision may be strictly in accordance with the law and the Code, yet be so impracticable and so far removed from the common-sense decision that it will destroy all good that may have been accomplished previously. Nothing destroys confidence quicker than the administrator who strains at minor points to the extent that he misses the big issues entirely. It is bureaucracy at its worst.

## EXERCISE OF AUTHORITY

Someone has said, in effect, that "It is wonderful to have the powers of a tyrant, but that it is despicable to exercise those powers as a tyrant." Under the law, the code, and court decisions, Grazing Service administrators are placed in a position of great authority. This fact places a grave responsibility on each one as to the exercise of that authority. Abuse of authority is a certain sign of weakness in any administrator. The more authority we have, the less we should be inclined to use it.

## SUBSTITUTE PENALTIES

As a general thing, each transaction with an individual stands alone and the user is liable only under the terms of that one transaction. There should be no effort to reach the user by inflicting penalties or exercising arbitrary actions on other transactions. For instance, a man may have a grazing permit under which he is operating satisfactorily and he may be involved in a land case in which he is showing bad characteristics. The Service will deal only with the land case and will not try to reach the man through his grazing permit.



## RULE OF REASON

One of the worst pitfalls for the new administrator is to lose his perspective and get off on a tangent doing things which will not stand the acid test of logic and reason.

## CAPRICIOUSNESS

The administrator should avoid actions which might be termed capricious. Any funny notion or foolish idea, or snap judgment, may take the turn of capriciousness. Keep your feet on the ground and remember that you are business men, doing business.

## ADAPTING OURSELVES

In outlining the points above, it is recognized that each of us has different characteristics; that we have different approaches to the same subject, but if we are going to succeed as administrators we must try to adapt ourselves to the principles outlined above. Self-analysis and self-discipline are very important in an administrator in order that he may adapt his actions to established policies and conduct himself to further the broad and basic good of the Grazing Service.

The first thing I noticed when I stepped out of the car was the cold, crisp air. It was a relief after the warm, stuffy interior. I looked around, taking in the sights and sounds of the city. The streets were busy with people and cars, and the buildings were tall and modern. I felt a sense of excitement and anticipation. This was my first time in the city, and I was determined to make the most of it. I walked towards the center of the city, following the signs. The architecture was beautiful, with a mix of old and new styles. I saw many people walking and shopping, and I felt like I was part of something big. I continued to walk, taking in everything I saw. The city was full of life and energy, and I was grateful to be here. I felt like I had found a new home, and I was ready to start my new life. I walked for hours, exploring every corner of the city. I saw many beautiful sights and met many interesting people. I felt like I was on top of the world, and I was determined to make the most of every moment. I walked until I was tired, and then I found a nice hotel. I checked in and went to bed, feeling happy and content. I was ready to start my new life in the city, and I was determined to make the most of every day.

CHAPTER II

I woke up the next morning, feeling refreshed and ready to start my day. I got out of bed and went to the bathroom. I looked in the mirror and saw a beautiful woman. I smiled at myself and felt confident. I got dressed and went to the kitchen. I saw a note on the table from the hotel manager. It said that there was a special breakfast for me. I went to the dining room and found a table set for me. I sat down and ate the breakfast, feeling happy and satisfied. I finished my meal and went back to my room. I packed my bag and got ready to go out. I felt like I was ready for anything, and I was determined to make the most of my time in the city. I went out and walked around, taking in the sights and sounds of the city. I saw many beautiful things and met many interesting people. I felt like I was on top of the world, and I was determined to make the most of every moment. I walked for hours, exploring every corner of the city. I saw many beautiful sights and met many interesting people. I felt like I was on top of the world, and I was determined to make the most of every day.

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